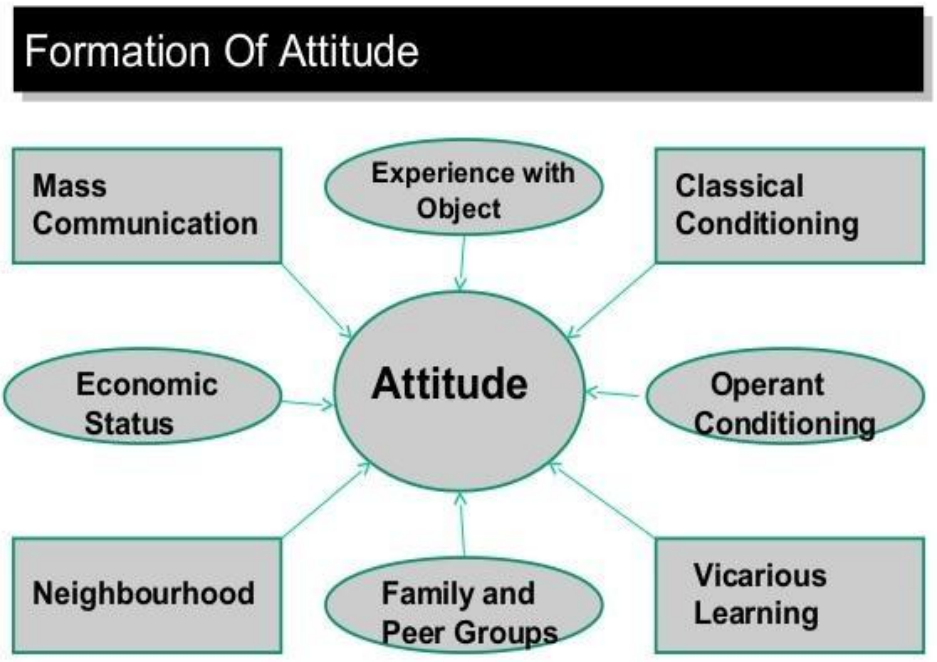
Module – 2 new O.B.

Importance of attitude in organisational behaviour

Employees with a positive attitude will create a healthy atmosphere in the organization, develop positive relations with sub-ordinates, their supervisors, managers and top management. A positive attitude has significant benefits for an individual in many aspects.



Benefits of positive attitude make a pleasing personality. Attitude is energizing and increase people's enjoyment of life. Attitudes help people maintain a stable, organized and meaningful structure of their world.

Employees are
increasingly important for organizational success, growth and competitiveness.

3 components of attitude are;

1. Cognitive Component.
2. Affective Component.
3. Behavioural Component.

1.Cognitive Component

The cognitive component of attitudes refers to the beliefs, thoughts and attributes that we would associate with an object. It is the opinion or belief segment of an attitude. It refers to that part of attitude which is related in general knowledge of a person.

These come to light in generalities or stereotypes, such as ‘all babies are cute’, ‘smoking is harmful to health’ etc.

2.Affective Component

Affective component is the emotional or feeling segment of an attitude.

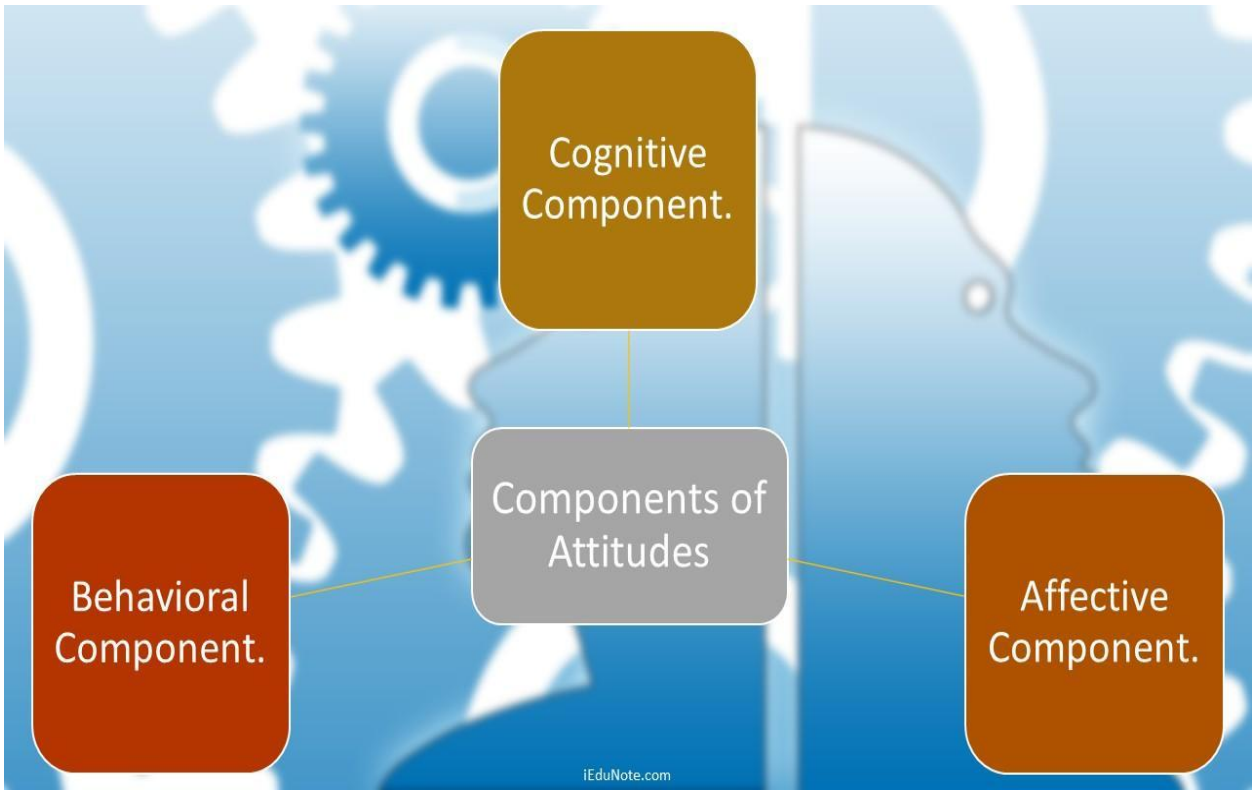
It is related to the statement which affects another person.

It deals with feelings or emotions that are brought to the surface about something, such as fear or hate. Someone might have the attitude that they love all babies because they are cute or that they hate smoking because it is harmful to health.

3.Behavioural Component

Behaviour component of an attitude consists of a person's tendencies to behave 'in a particular way toward an object. It refers to that part of attitude which reflects the intention of a person in the short-run or long run.

Using the above example, the behavioural attitude maybe- 'I cannot wait to kiss the baby', or 'we better keep those smokers out of the library, etc.



What is Right Attitude ?

Right attitude to work is the positive way a worker carries out his or her work with the aim of helping oneself and mankind. Attitude to work can also be defined as the way or manner in which we do or carry out our duties or work.

Right attitude to work are -

- **1 Honesty**
- **2 Discipline**
- **3 Commitment**
- **4 Punctuality**

- **5 Integrity**
- **6 Consistency**
- **7 Transparency**
- **8 Passion**
- **9 Respect**
- **10 Diligence**

1. **Honesty**

Honesty is a moral character that connotes truthfulness and straightforwardness in one's conduct. It is ideal to be truthful and straightforward towards your work as it will not only make you an upstanding person morally, it will also be visible in your work. Honesty is also the absence of lying, stealing and any of the likes.

2. Discipline

Discipline means the practice of obeying rules or a code of behaviour. Discipline is a good attitude to have towards work because as a person, it means you can train yourself to obey a code of behaviour which will yield positive

results in your work. The ability to discipline yourself is key in your work.

3. Commitment

Commitment is the act of dedicating your time, interest and other resources to your work. Your work requires attention and as such, showing commitment will not only yield good results in your performance but your work at large. It gives other people confidence and trust in you because you commit to any task you do.

4. Punctuality

Punctuality is the state of being early or on time. Every kind of work has the desired start and end time so does every appointment. Being punctual is a good attitude to have to work because it will keep your organised, calm and early. Others will be able to count on your because you are on time. Productivity will never suffer because as a person you are punctual to work and with your work.

5. Integrity

Integrity is a quality of character whereby an individual has strong moral principles. Integrity is part and parcel of honesty. You cannot be integral if you are not honest. You

must show integrity towards your work. There are many ways to do this. It may include avoiding plagiarism, using the power of your office to manipulate others or work data, using the power of your job to influence things for your personal benefit and more. Having integrity means you must stay true to who you are and stand up for what is right.

6. Consistency

Consistency can be defined as a steady behaviour or treatment. It means your good attitude to work along with your results should be consistent. Consistency, creates room for growth and improvement. Consistency in work performance is the ability of a person to maintain a particular standard of your work or performance.

7. Transparency

Transparency promotes trust in one's work because all details and sources are provided and if transparency is in the worker, his or her intentions are made clear. Transparency foster easy understanding with a very low possibility of receiving a mixed message.

8. Passion

Passion for work is very important and it is one of the right attitudes to work. Passion is a form of emotion that comes from within you. It is a love for something displayed through drive, zeal and motivation. Passion is key at work because it makes work easier, as you will no longer see it as a routine but a quest. Passion will help you to device new and exciting ways to do your job. Passion is what makes you apply all of your skills and energy into your work, passion is always very evident at the result stage.

9. Respect

Respect is not accorded to only individuals, it is accorded to processes, institutions and work too. You can show respect towards your work and workplace by treating it with value and care. Do your work well, be polite to your colleagues, share ideas and information concerning work. Two show respect you can also exchange idea, listen to what others have to say and ask questions if there is a need.

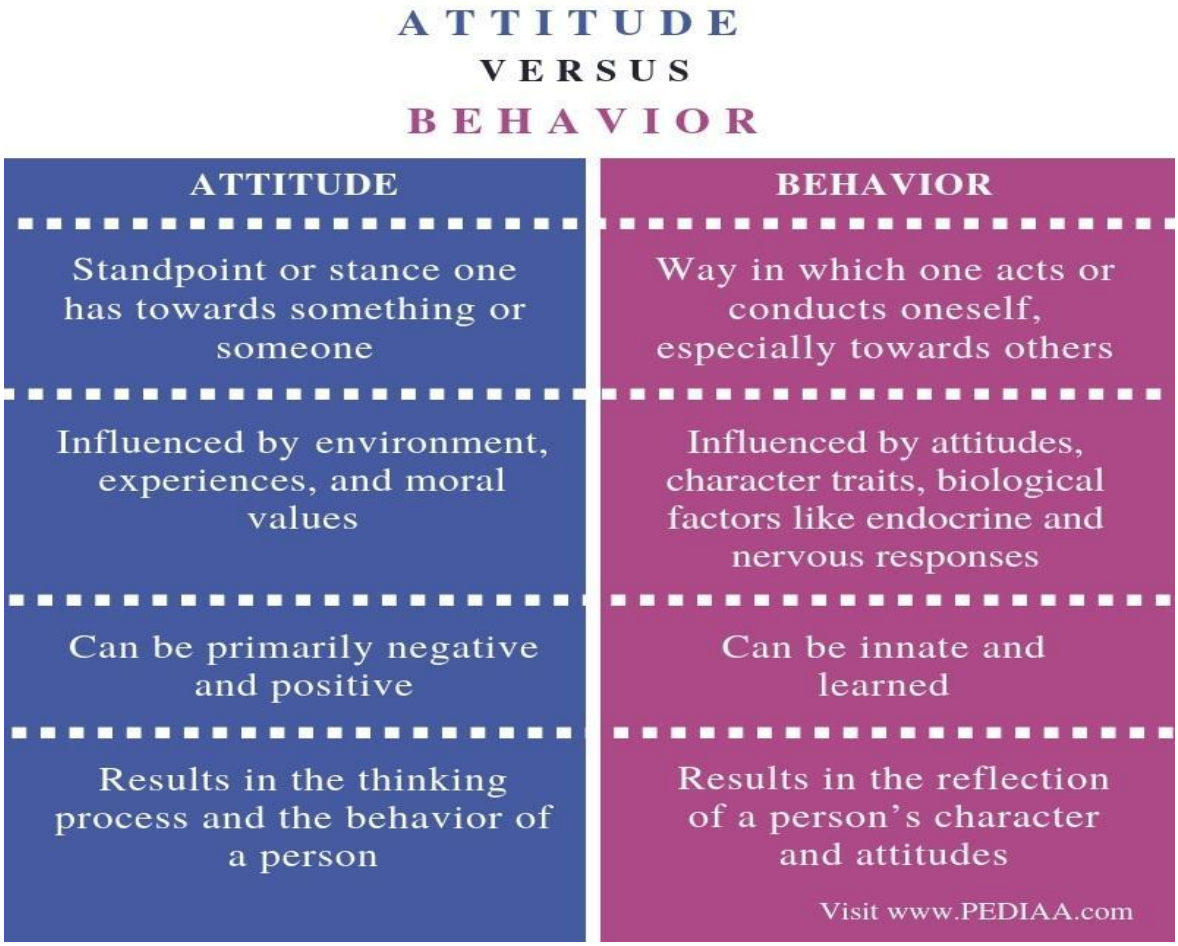
10. Diligence

Diligence is the act of working hard and with care. Your work should be done thoroughly and well. Lazy work is always easy to tell and you will not be pleased with the

outcome. The process of being diligent may be a painful one, however, the reward is gift. Diligence is a key attitude toward work that will drive you to success.

Relationship between behaviour and attitude –

Attitude refers to a person's mental view, regarding the way he or she thinks or feels about someone or something. Behaviour implies the actions, moves, conduct or functions of an individual or group towards other persons.


ATTITUDE
VERSUS
BEHAVIOR
ATTITUDE
Standpoint or stance one has towards something or someone
Influenced by environment, experiences, and moral values
Can be primarily negative and positive
Results in the thinking process and the behavior of a person
BEHAVIOR
Way in which one acts or conducts oneself, especially towards others
Influenced by attitudes, character traits, biological factors like endocrine and nervous responses
Can be innate and learned
Results in the reflection of a person's character and attitudes
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Key Differences Between Attitude and Behaviour -

The difference between attitude and behaviour are :

1. Attitude is defined as a person's mental tendency, which is responsible for the way he thinks or feels for someone or something. Behaviour implies the actions, moves, conduct or functions or an individual or group towards other persons.
2. A person's attitude is mainly based on the experiences gained by him during the course of his life and

observations. On the other hand, the behaviour of a person relies on the situation.

3. Attitude is a person's inner thoughts and feelings. As opposed to behaviour expresses a person's attitude.
4. The way of thinking or feeling is reflected by a person's attitude. On the contrarya person's conduct is reflected by his behaviour.
5. Attitude is defined by the way we perceive things whereas behaviour is ruled by social norms.
6. Attitude is a human trait but behaviour is an inborn attribute.

Developing emotional Intelligence at work place -

Emotional intelligence represents an ability to perceive, control and evaluate one's emotions and to use emotions to enhance thought. Emotional Intelligence is an increasingly relevant to organisational effectiveness and developing employees. It is expected that the modern leader coordinates and facilitates the work of his subordinates by

creating and maintaining aconstructive and supportive atmosphere for his fellow employee. The best way to hold on to the employees is to incorporate emotional intelligence to personal and organizational management philosophy.

In an economy characterized by scarce skilled employees, it is becoming increasingly important to hold on to the good and skilled employees. At the same time, competition for the best employees is becoming even fiercer and good workers who feel they aren't treated fairly at work are finding employment elsewhere. Managers and business owners cannot deny the truth that their employees are human beings, with real lives and emotions that impact how they think, feel and act.

In 1985 Wayne Payne coined the term 'emotional intelligence'. Emotionally intelligent employees typically performed better which implies that lack of Emotional intelligence in employees could negatively affect performance and their relationships at workplace.
EI plays a key role in the organisational development. As business becomes more complex with globalization, new generations and the accelerating pace of innovation, the value of "Emotionally intelligent leaders" is gaining ground.

EI and its relevance for organisations, is of utmost importance to modern day managers. Organisations do not deal with materials alone, they also deal with people. EI is what gives a person the competitive edge. EI plays a key role as employees have to communicate with each other and work under one roof. EI influences the organisational effectiveness in Employee recruitment.

Teamwork Employee commitment, morale and health, Innovation ,Productivity ,Efficiency, Sales ,Revenues, Quality of service and Customer loyalty.

The organizational factors like leadership, human resource functions of recruitment and selection, training and development and management performance have a strong impact on leadership and organisational climate and culture which are interrelated and each of these factors influences emotional intelligence through its impact on relationshipsand each factor influences on individual emotional intelligence and group emotional intelligence, which impacts on organisational effectiveness.

Raising EQ (Emotional Intelligence Quotient) improves ability to cope with pressure, build trust, negotiate, influence without authority, navigate workplace politics, take smart risks, avoid reckless ones.

The Emotional Intelligence social skills that are required in an organisation to function at its best. These skills also help in also relationship building, decision making, creating a productive and pleasant work place.

Job attitude –

The term "job satisfaction" refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job.

Major Job attitude –

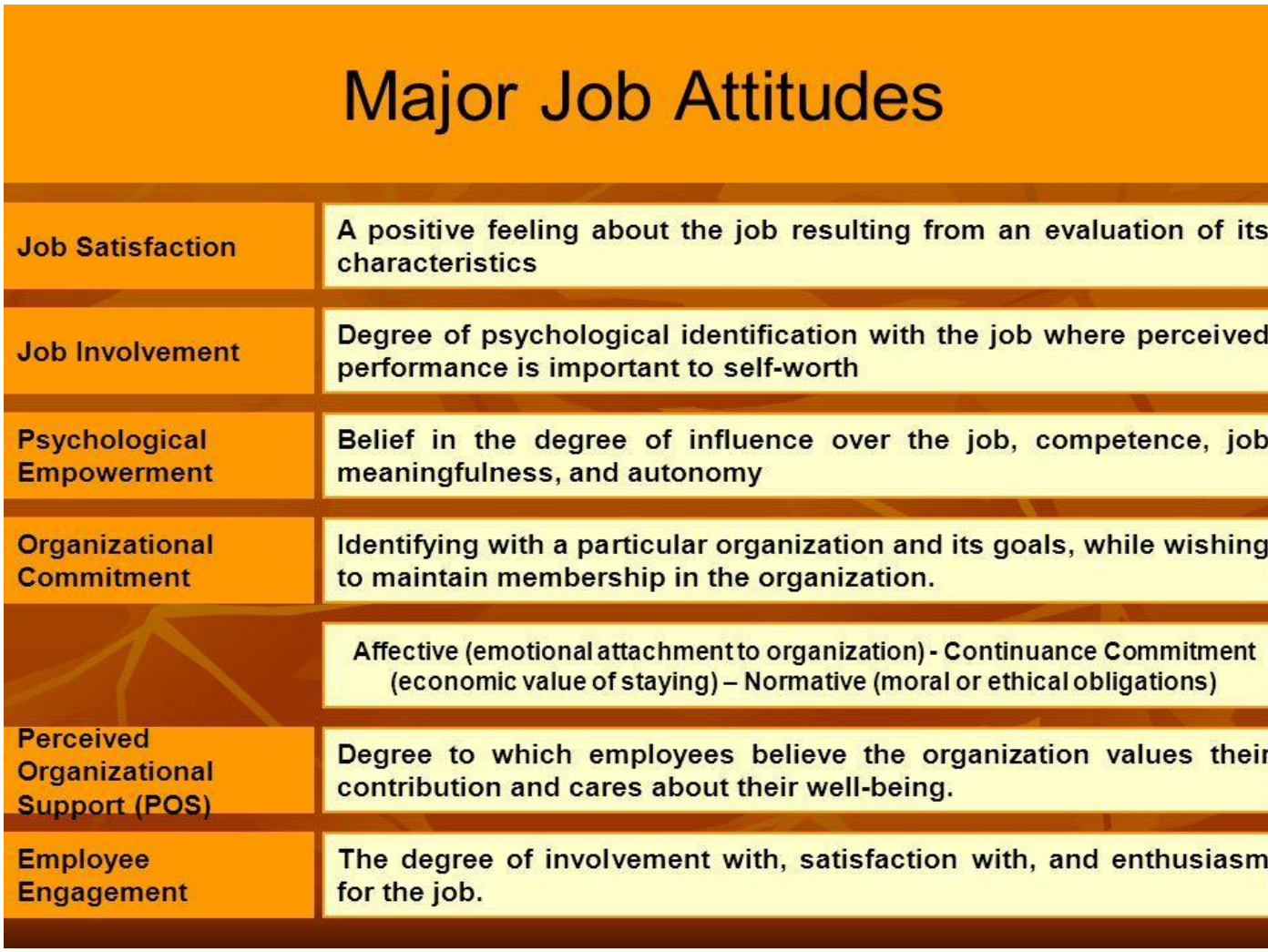
1.Job Satisfaction

2.Job Involvement

3.Organizational Commitment

4.Perceived Organizational Support

5.Employee Engagement


Major Job Attitudes
Job Satisfaction
A positive feeling about the job resulting from an evaluation of its characteristics
Job Involvement
Degree of psychological identification with the job where perceived performance is important to self-worth
Psychological Empowerment
Belief in the degree of influence over the job, competence, job meaningfulness, and autonomy
Organizational Commitment
Identifying with a particular organization and its goals, while wishing to maintain membership in the organization.
Affective (emotional attachment to organization) - Continuance Commitment (economic value of staying) – Normative (moral or ethical obligations)
Perceived Organizational Support (POS)
Degree to which employees believe the organization values their contribution and cares about their well-being.
Employee Engagement
The degree of involvement with, satisfaction with, and enthusiasm for the job.

Barriers to Change Attitudes are -

- Prior Commitment.
- Insufficient Information.
- Balance and Consistency.
- Lack of Resources.

- Improper Reward System.
- Resistance to Change.

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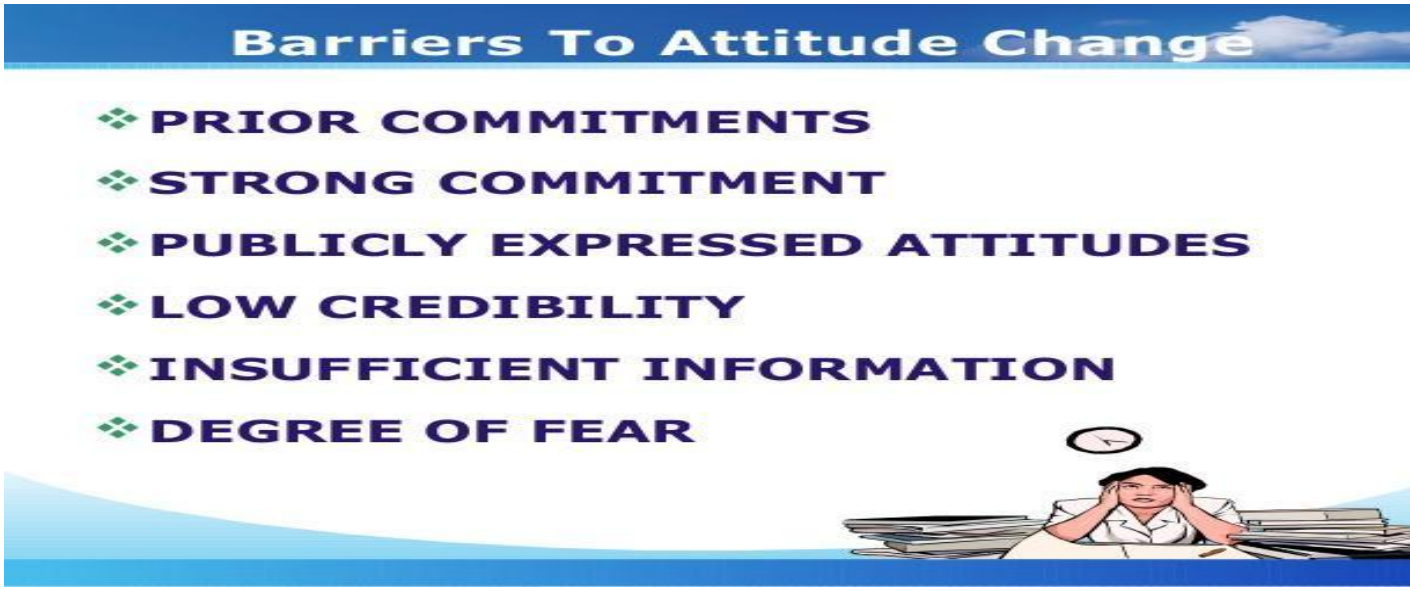


Employees' attitudes can be changed and sometimes it is in the best interests of management to try to do so.

Actually, the barriers are the limits which prevent the organization from achieving its predetermined goals. So, every organization should be aware of these and should take corrective actions.

Prior Commitment

When people feel a commitment towards a particular course of action that has already been agreed upon and thus it becomes difficult for them to change or accept the new ways of functioning.

Insufficient Information

It also acts as a major barrier to change attitudes. Sometimes people do not see a reason why they should change their attitude due to unavailability of adequate information.

Balance and Consistency

Another obstacle to a change of attitude is the attitude theory of balance and consistency.That is human beings prefer their attitudes about people and things to be in line with their behaviours towards each other and objects.

Lack of Resources

If plans become excessively ambitious, they can sometimes be obstructed by the lack of resources on the part of a company or organization.So, in this case, if the organization wants to change the attitude of the employees towards the new plan, sometimes it becomes impossible for the lack of resources to achieve this.

Improper Reward System

Sometimes, an improper reward system acts as a barrier to change attitude.If an organization places too much emphasis on short-term performance and results, managers may ignore longerterm issues as they set goals and formulate plans to achieve higher profits in the short term.If this reward system is introduced in the organization, then the employees are not motivated to change their attitude.

Resistance to Change

This change is a continuous process within and outside the organization to achieve the set goal.When the authority changes a plan of the organization the employees have to change themselves.But some of them do not like this. If their attitude regarding the change of plan cannot be changed, the organization will not be successful.

Personality and Values : -

Definition and importance of Personality for Performance –

The word personality is derived from a Greek word “persona” which means “to speak through.” Personality is the combination of characteristics or qualities that forms a person's unique identity. It signifies the role which a person plays in public.

Personality trait is basically influenced by two major features −

- Inherited characteristics
- Learned characteristics

Inherited Characteristics

The features an individual acquires from their parents or forefathers, in other words the gifted features an individual possesses by birth is considered as inherited characteristics. It consists of the following features −

- Colour of a person's eye
- Religion or Race of a person
- Shape of the nose
- Shape of earlobes

Learned Characteristics

The characteristics an individual acquires by observing, practicing, and learning from others and the surroundings is known as learned characteristics.

Learned characteristics includes the following features −

- **Perception** − Result of different senses like feeling, hearing etc.
- **Values** − Influences perception of a situation, decision making process.
- **Personality** − Patterns of thinking, feeling, understanding and behaving.
- **Attitude** − Positive or negative attitude like expressing one's thought.

Traits of Personality

Personality traits are the enduring features that define an individual's behaviour. A personality trait is a unique feature in an individual. Psychologists resolved that there are five major personality traits and every individual can be categorized into at least one of them. These five personality traits are –

- Extrovert
- Neurotic
- Open
- Agreeable
- Conscientious

Major Personality Attributes -

Five major personality attributes that influence O.B. −

1. **Locus of Control**

Locus of control is the centre of control of an individual's code of conduct. People can be grouped into two categories i.e., internals and externals respectively.

People who consider themselves as the masters of their own fates are known as internals, while, those who affirm that their lives are controlled by outside forces known as externals.

Before making any decision the internals actively search for information, they are achievement driven and want to command their environment. Thus, internals do well on jobs that craves complex information processing, taking initiative and independent action.

Externals, on the other hand, are more compliant, more willing to follow instructions, So, they do well in structured, routine jobs.

2. **Machiavellianism**

Machiavellianism is being practical, emotionally distant and believing that ends justify means.

Machiavellians are always wanting to win and are great persuaders. There are the significant features of a highMachiavellianism individuals −

- High-Machiavellianism prefer precise interactions rather than beating about the bush.
- High-Machiavellianism tend to improvise; they do not necessarily abide by rules and regulations all the time.
- High-Machiavellianism get distracted by emotional details that are irrelevant to the outcome of a project.

3. **Self-esteem**

Individuals with high self-esteem think that they have what it takes to succeed. So, they take more challenges while selecting a job.

4. **Self-monitoring**

Self-monitoring is the capability of regulating one's behaviour according to social situations. Individuals with high self-monitoring skill easily adjust their behaviour according to external, situational factors. Their impulsive talents allow them to present public personae which are completely different from their private personalities.

5. **Risk taking**

Generally, managers are reluctant on taking risks. However, individual risk-taking inclination affects the bulk of information required by the managers and how long it takes them to make decisions.

Thus, it is very important to recognize these differences and align risk-taking propensity with precise job demands that can make sense.

The Myers-Briggs Type of Indicator Personality in O.B. -

The Myers-Briggs Personality Type Indicator is a self-report inventory designed to identify a person's personality type, strengths and preferences. The questionnaire was developed by Isabel Myers and her

mother Katherine Briggs based on their work with Carl Jung's theory of personality types.

The Inspector – ISTJ Personality (Introversion, Sensing, Thinking, Judgment)

The ISTJs are intimidating,they appear serious, formal and proper. They also love traditions and oldschool values that uphold patience, hard work, honour and social also cultural responsibility. They are reserved, calm, quiet and upright. These traits result from the combination of I, S, T, and J, a personality type that is often misunderstood.

The Counsellor – INFJ Personality(Introverted, Intuitive, Feeling and Judging)

INFJs are visionaries and idealists, those having creative imagination and brilliant ideas. They have a different and usually more profound, way of looking at the world. They have a substance and depth in the way they think, never taking anything at surface level or accepting things the way they are. Others may sometimes perceive them as weird or amusing because of their different outlook on life.

The Mastermind – INTJ Personality**(**Introverted, Intuitive, Thinking, Judging**)**

INTJ as introverts are quiet, reserved and comfortable being alone. They are usually self-sufficient and would rather work alone than in a group. Socializing drains an introvert's energy, causing them to need to recharge. INTJs are interested in ideas and theories. When observing the

world they are always questioning why things happen the way they do. They excel at developing plans and strategies and don't like uncertainty.

The Giver – ENFJ Personality**(**Extraverted, Intuitive, Feeling, Judging**)**
ENFJs are people-focused individuals. They are extroverted, idealistic, charismatic, outspoken, highly principled and ethical and usually know how to connect with others no matter their background or personality. Mainly relying on intuition and feelings, they tend to live in their imagination rather than in the real world. Instead of focusing on living in the "now" and what is currently happening, ENFJs tend to concentrate on the abstract and what could possibly happen in the future.

The Craftsman – ISTP Personality(Introverted, Sensing, Thinking, Perceiving)
ISTPs are mysterious people who are usually very rational and logical but also quite spontaneous and enthusiastic. Their personality traits are less easily recognizable than those of other types and even people who know them well can't always anticipate their reactions. In ISTPs are spontaneous, unpredictable individuals but they hide those traits from the outside world, often very successfully.

ESFJs are the **The Provider** – ESFJ Personality(Extraverted, Sensing, Feeling, Judging) stereotypical extroverts. They are social butterflies and their need to interact with others and make people happy usually ends up making them popular. The ESFJ usually tends to be the cheerleader or sports hero in high school and college. Later on in life, they continue to revel in the spotlight and are primarily focused on organizing social events for their families, friends and communities. ESFJ is a common personality type and one that is liked by many people.

The Idealist – INFP Personality**(**Introverted, Intuitive, Feeling, Perceiving**)**
INFPs, like most introverts are quiet and reserved. They prefer not to talk about themselves, especially in the first encounter with a new person. They like spending time alone in quiet places where they can make sense of what is happening around them. They love analysing signs and symbols also consider them to be metaphors that have deeper meanings related to life. They are lost in their imagination and daydreams, always drowned in the depth of their thoughts, fantasies, and ideas.

The Performer – ESFP Personality(Extraverted, Sensing, Feeling, Perceiving)
ESFPs have an Extraverted, Observant, Feeling and Perceiving personality and are commonly seen as

Entertainers. Born to be in front of others and to capture the stage, ESFPs love the spotlight. ESFPs are thoughtful explorers who love learning and sharing what they learn with others. ESFPs are "people people" with strong interpersonal skills. They are lively and fun, and enjoy being the center of attention. They are warm, generous and friendly, sympathetic and concerned for other people's well-being.

The Champion – ENFP Personality(Extroversion, Intuition, Feeling, Perceiving)
ENFPs have an Extraverted, Intuitive, Feeling and Perceiving personality. This personality type is highly individualistic and Champions strive toward creating their own methods, looks, actions, habits, and ideas. They do not like cookie cutter people and hate when they are forced to live inside a box. They like to be around other people and have a strong intuitive nature when it comes to themselves and others. They operate from their feelings most of the time and they are highly perceptive and thoughtful.

The Doer – ESTP Personality(Extraverted, Sensing, Thinking, Perceiving)
ESTPs have an Extraverted, Sensing, Thinking and Perceptive personality. ESTPs are governed by the need for social interaction, feelings and emotions, logical processes and reasoning, along with a need for freedom. Theory and abstracts don't keep ESTP's interested for long.

ESTPs leap before they look, fixing their mistakes as they go, rather than sitting idle or preparing contingency plans.

The Supervisor – ESTJ Personality**(**Extraverted, Sensing, Thinking, Judging**)**
ESTJs are organized, honest, dedicated, dignified, traditional and are great believers of doing what they believe is right and socially acceptable. Though the paths towards "good" and "right" are difficult, they are glad to take their place as the leaders of the pack. They are the epitome of good citizenry. People look to ESTJs for guidance and counsel and ESTJs are always happy that they are approached for help.

The Commander – ENTJ Personality(Extraverted, Intuitive, Thinking, Judging)
An ENTJ's primary mode of living focuses on external aspects and all things are dealt with rationally and logically. Their secondary mode of operation is internal, where intuition and reasoning take effect. ENTJs are natural born leaders among the 16 personality types and like being in charge. They live in a world of possibilities and they often see challenges and obstacles as great opportunities to push themselves. They seem to have a natural gift for leadership, making decisions and considering options and ideas quickly yet carefully. They are "take charge" people who do not like to sit still.

The Thinker – INTP Personality(Introverted, Intuitive, Thinking, Perceiving.)
INTPs are well known for their brilliant theories and unrelenting logic, which makes sense since they are arguably the most logical minded of all the personality types. They love patterns, have a keen eye for picking up on discrepancies, and a good ability to read people, making it a bad idea to lie to an INTP. People of this personality type aren't interested in practical, day-to-day activities and maintenance, but when they find an environment where their creative genius and potential can be expressed, there is no limit to the time and energy INTPs will expend in developing an insightful and unbiased solution.

The Nurturer – ISFJ Personality(Introvert, Sensing, Feeling, Judging)

ISFJs are philanthropists and they are always ready to give back and return generosity with even more generosity. The people and things they believe in will be upheld and supported with enthusiasm and unselfishness. ISFJs are warm and kindhearted. They value harmony and cooperation also are likely to be very sensitive to other people's feelings. People value the ISFJ for their consideration and awareness and their ability to bring out the best in others.

The Visionary – ENTP Personality**(**Extraverted, Intuitive, Thinking, Perceiving**)**
Those with the ENTP personality are some of the rarest in the world, which is completely understandable. Although they are extroverts, they don't enjoy small talk and may not thrive in many social situations, especially those that involve people who are too different from the ENTP. ENTPs are intelligent and knowledgeable need to be constantly mentally stimulated. They have the ability to discuss theories and facts in extensive detail. They are logical, rational, and objective in their approach to information and arguments.

The Composer – ISFP Personality**(**Introverted, Sensing, Feeling, Perceiving**)**
ISFPs are introverts that do not seem like introverts. It is because even if they have difficulties connecting to other people at first, they become warm, approachable and friendly eventually. They are fun to be with and very spontaneous, which makes them the perfect friend to tag along in whatever activity, regardless if planned or unplanned. ISFPs want to live their life to the fullest and embrace the present, so they make sure they are always out to explore new things and discover new experiences. It is in experience that they find wisdom, so they do see more value in meeting new people than other introverts.

The Big Five personality model or Five Factor Model : -

The big five personality model identifies five types of personalities and every individual falls into at least one of these types.

The Five Factor Model breaks personality down into five components: **Agreeableness, Conscientiousness, Extraversion, Openness and Stress Tolerance**. Personality tests that are based on this model.

Openness to Experience

Openness flashes the level of intellectual curiosity, creativity and a preference for novelty and variety within a person. It can also be elaborated as the scope to which an individual is imaginative or independent and portrays a personal preference for a variety of activities over a scheduled routine. This may occur regarding how to interpret the openness factor, which is also known as "intellect" rather than openness to experience.

It includes inventiveness or curiousness in contrast to consistency or cautiousness. Appreciation for positive arts, emotions, inventions, adventure, unusual ideas, curiosity and variety of experience is invited.It is basically the extent to which an individual is original, has immense interests and willingly takes risk.

Conscientiousness

It is the tendency of being standardized, steady, self-disciplined, acting dutifully, focusing on achieving goals and prioritizing planned instead of spontaneous behaviour. It contrasts efficient or organized behaviour with easy-going or careless behaviour.It is the level to which a person is careful, cautious and honest.

Extraversion

Positive energy, positive emotions, confidence, sociability and the tendency to explore stimulation in the organization with others and talkativeness is extraversion. It contradicts outgoing or energetic behaviour with solitary or reserved behaviour.Experiencing positive emotional states and feeling good about oneself and the world around one is extraversion.

Agreeableness

Agreeableness is the tendency of being compassionate and cooperative instead of suspicious and antagonistic towards each other. It is a method of measuring one's trusting and helpful nature and whether a person has a bad temper or not.It distinguishes friendliness or compassionate with analytical or detached nature. In simple words, it is the tendency to get along well with others.

Emotional Stability

It contradicts sensitive or nervous nature with secure or confident one. Being bias towards experiencing unpleasant emotions easily, like anger, anxiety, depression, negativity and vulnerability. Neuroticism credits the degree of emotional stability and impulse control, and is frequently known by its low pole,

emotional stability.The tendency to sense negative emotional states and see oneself and the world around one negatively.

Significant personality traits suitable to the workplace (personality and job – fit theory) –

The best personality fit will also decrease job turnover and stress, absenteeism and
poor job satisfaction. Personality-job fit
theory or person-environment (P-E) fit is a match between a worker's abilities, needs and values
and organizational demands, rewards and values.

How is the personality-job fit theory or
person-environment (P-E) fit, used for the benefit of organizations -

It identifies a match between an employee's desire, in terms of how much money they would like to make and a company's needs

It identifies a company's core personality which can be used for advertising slogans and marketing campaigns.

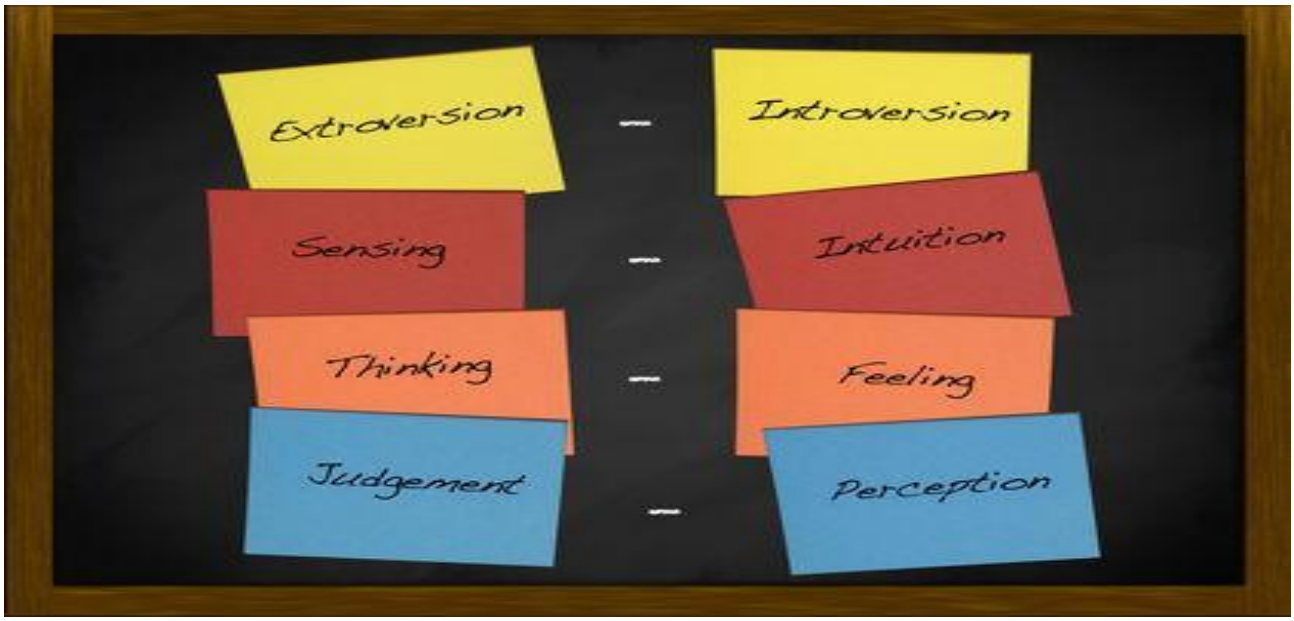
It identifies a match between a worker's abilities, needs and values and organizational demands, rewards and values.

It creates tests that identify employees that organizations should let go.

It creates tests that most organizations give to employees to see if those employees are motivated.

Personality Tests and their practical applications -

There are many commercial personality tests available that can be used for selection. Research supports the use of tests based on the Five-Factor Model of personality for selection. The Myers-Briggs Type Indicator, a very popular inventory, can be useful for development and team-building in the organization.



More organizations have been using self-reporting personality tests to identify personality traits as part of their hiring or management development processes. Employers recognize that experience, education and intelligence may not be the only indicators of who the best hire might be. Additionally, understanding one's own personality characteristics may improve one's ability to develop as an employee and manager. Therefore, it is important to understand the different facets of personality and the ways in which they can be measured.

Research into the human personality has been conducted for many decades and much of this work has focused on defining personality and understanding how many dimensions of personality there are. One primary area of agreement about personality is that it is a trait. That is personality is enduring and unlikely to change substantially in one's adult life.

As personality is a trait, this also means that a person is likely to behave similarly in a variety of situations. This does not mean that a person cannot or will not adapt to a change in circumstances (e.g., behaviour at work versus behaviour in social situations), but that, on average, a person demonstrates similar personality across all situations and may behave differently from those with dissimilar personality characteristics.

A major debate in the area of personality research is where personality originates, which is often described as the "nature vs. nurture" argument. Researchers who believe that individuals are born with a personality that is determined by genetics and remains unchanged regardless of environment, subscribe to the "nature" theory of the origin of personality. The "nurture" perspective is that personality is not determined by genetics, but rather by a host of environmental forces and personal experiences, such as geography, socio-economic status and parental upbringing. Most scholars now agree that personality is determined by a combination of both genetics and environment and that neither is solely responsible for personality.

There are a number of different ways in which personality has been categorized and different opinions exist about the number of dimensions of personality. Early tests of personality were developed to diagnose mental illness and while some of these tests were used in employment

settings, their acceptability and applicability were questionable. However, there are now tests specifically for use in normal adult populations, each of which is based on different conceptions of the dimensionality of personality.

Meaning of Perception –

Perception is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

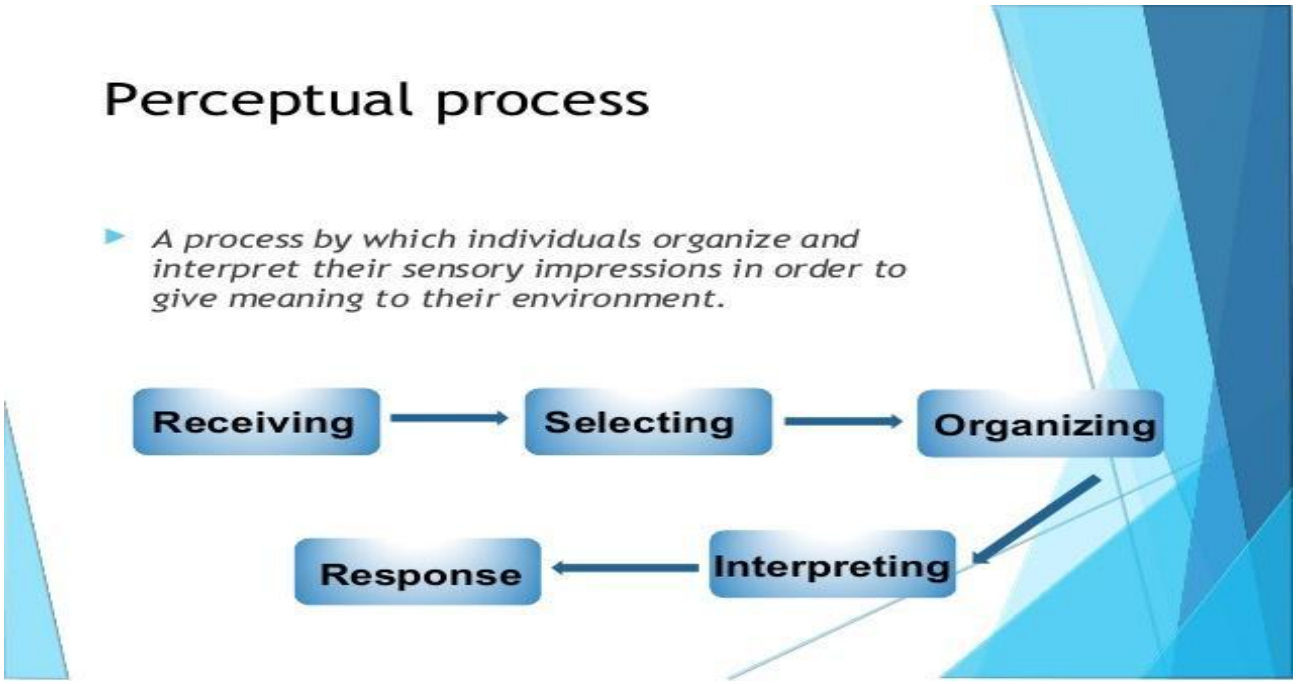
Definition of Perception –

Perception may be defined as "a cognitive process by which people attend to incoming stimuli, organize and interpret such stimuli into behaviour." Perception can also be defined as "a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment".

Perceptual process in Perception -

The perceptual process consists of six steps: the presence of objects, observation, selection, organization, interpretation and response. Perceptual

organization includes factors that influence how a person connects perceptions into wholes or patterns. These include proximity, similarity and constancy etc.



Perception is an intellectual process of transforming sensory stimuli to meaningful information. It is the process of interpreting something that we see or hear in our mind and use it later to judge and give a verdict on a situation, person, group etc.

It can be divided into six types −

- **Of sound** − The ability to receive sound by identifying vibrations.
- **Of speech** − The competence of interpreting and understanding the sounds of language heard.

- **Touch** − Identifying objects through patterns of its surface by touching it.
- **Taste** − The ability to receive flavour of substances by tasting it through sensory organs known as taste buds.
- **Other senses** − They approve perception through body, like balance, acceleration, pain, time, sensation felt in throat and lungs etc.
- **Of the social world** − It permits people to understand other individuals and groups of their social world.

Perceptual Process

Perceptual process are the different stages of perception,The different stages are −

- Receiving
- Selecting
- Organizing
- Interpreting

Receiving

Receiving is the first and most important stage in the process of perception. It is the initial stage in which a person collects all information and receives the information through the sense organs.

Selecting

Selecting is the second stage in the process. Here a person doesn't receive the data randomly but selectively. A person selects some information out of all in accordance with his interest or needs. The selection of data is dominated by various external and internal factors.

- **External factors** − The factors that influence the perception of an individual externally are intensity, size, contrast, movement, repetition, familiarity and novelty.
- **Internal factors** − The factors that influence the perception of an individual internally are psychological requirements, learning, background, experience, self-acceptance and interest.

Organizing

Keeping things in order or say in a synchronized way is organizing. In order to make sense of the data received, it is important to organize them.

We can organize the data by −

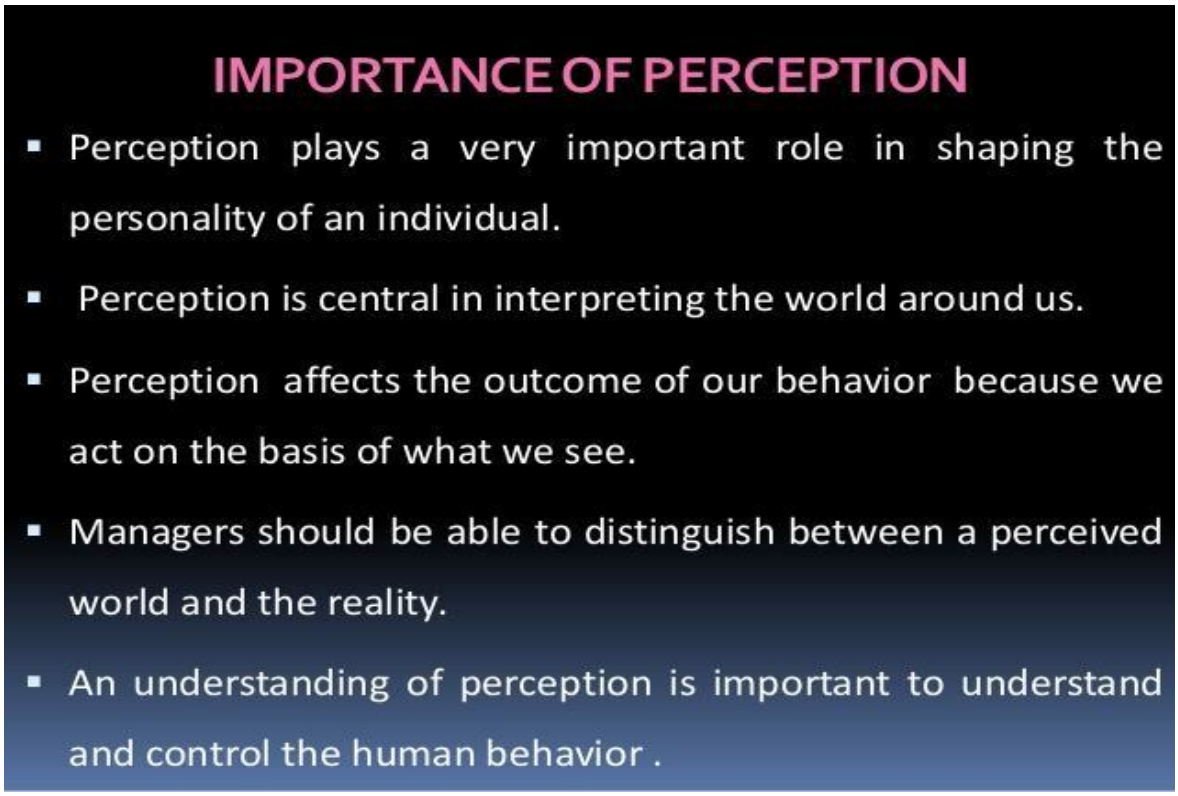
- Grouping them on the basis of their similarity, proximity, closure, continuity.
- Establishing a figure ground is the basic process in perception. It means what is kept as main focus and by ground we mean background stimuli, which are not given attention.

- Perceptual constancy that is the tendency to stabilize perception so that contextual changes don't affect them.

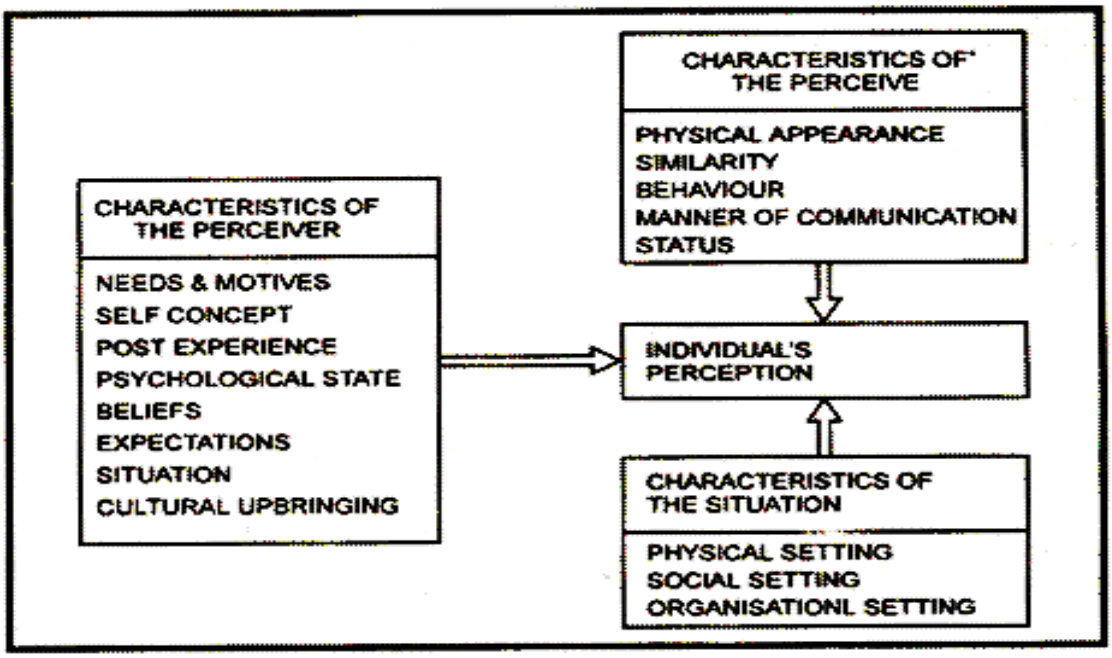
Interpreting

This process of interpreting which means forming an idea about a particular object depending upon the need or interest. Interpretation means that the information we have sensed and organized, is finally given a meaning by turning it into something that can be categorized. It includes stereotyping, halo effect etc.

Importance of Perception in O.B. -


IMPORTANCE OF PERCEPTION
Perception plays a very important role in shaping the personality of an individual.
Perception is central in interpreting the world around us.
Perception affects the outcome of our behavior because we act on the basis of what we see.
Managers should be able to distinguish between a perceived world and the reality.
An understanding of perception is important to understand and control the human behavior .

Factors Influencing Perception –



The above figure shows the summary of the factors influencing perception.

Factors Influencing the Perceptual Set: 3 Factors

- Needs and Motives: Our need pattern play an important part in how we perceive things.
- Self Concept: ADVERTISEMENTS
- Past Experience: Our perceptions are often guided by our past experiences and what we expect to see.
- Current Psychological State:
- Beliefs:
- Expectations:

- Situation:
- Cultural Upbringing:

The three important factors influencing the perceptual set, i.e., (a) Characteristics of the Perceiver, (b) Characteristics of the Perceived and (c) Characteristics of the Situation.

A. Characteristics of the Perceiver:

When a person looks at a target and attempts to interpreter what he sees then his interpretation is greatly influenced by his personal characteristics which are discussed as follows:

1. Needs and Motives:

Our need pattern play an important part in how we perceive things. A need is a feeling of discomfort or tension, when one things is missing something or requires something. Then, unsatisfied needs or motives stimulate individuals and may exert a strong influence on their perception.

2. Self Concept:

Self-concept indicates how we perceive ourselves which then influences how we perceive others and the situation we are in. The more we understand ourselves, the more we are able to perceive others accurately.

3. Past Experience:

Our perceptions are often guided by our past experiences and what we expect to see. A person's past experiences

mould the way he perceives the current situation. If a person has been betrayed by a couple of friends in the past, he would tend to distrust any new friendship that he might be in the process of developing.

4. Current Psychological State:
The psychological and emotional states of an individual are likely to influence how things are perceived. If a person is depressed, he is likely to perceive the same situation differently than if he is elated.

5. Beliefs:
A person's beliefs influence his perception to a great extent. Thus, a fact is conceived not on what it is but what a person believes it to be. The individual normally censors stimulus inputs to avoid disturbance of his existing beliefs.

6. Expectations:
Expectations affect the perception of a person. Expectations are related with the state of anticipation of particular behaviour from a person.

7. Situation:
Elements in the environment surrounding an individual like time, location, light, heat etc., influence his perception. The context in which a person sees the objects or events is very important.

8. Cultural Upbringing:
A person's ethics, values and his cultural upbringing also play an important role in his perception about others. It is difficult to perceive the personality of a person raised in another culture because our judgement is based upon our own values.

B. Characteristics of the Perceived:
Characteristics of the person who is being observed can affect what is perceived. Though, it may go against logic and objectivity, but it cannot be denied that our perceptions about others are influenced by their physical characteristics such as appearances, age, gender, manner of communication as well as personality traits and other forms of behaviour. For example, loud people are more likely to be noticed in a group than are quite ones.

The status or occupation of a person also influences the perception. They tend to behave in a more respectful way when they are introduced to the principal of a school in which our child is studying, judge of the high court or Supreme Court or a famous cricket player. Sometimes our perception of a person tends to be; biased, depending upon the description given to us by other persons. When we meet a person who is described to us as warm and friendly, we treat him differently as compared to meeting a person who is known to be cold & calculating.

C. Characteristics of the Situation:
The surrounding environment and the elements present in it influence our perception while perceiving a particular situation or event, its physical, social and organisational setting can also influence the perception. For example, if you meet a person for the first time and he is with a person whom you respect and admire, you will create a favourable image about him in your mind as compared to a situation in which you see him with another person whom you intensely dislike. The initial impressions may change with the passage of time but the saying that "First impression is the last impression" is very valued.

What is Selective perception in organizational behaviour –

Selective perception is an automatic cognitive filtering response that selects stimulus to attend to. The selection is biased toward stimuli that are compatible with previous experience and preferences. That means is that we may filter out distasteful stimuli rather than attend to it.

Selective perception is the process by which individuals perceive what they want to hear in a message while ignoring opposing viewpoints. It is a broad term to identify the behaviour all people exhibit as we all tend to "see things" based on our personal frame of reference. Using selective perception people tend to overlook or forget information that contradicts their beliefs or expectations.

The factors influencing selective perception include previous experience, attitudes, conditioning, gender, age, race and emotional state.

The selective perception theory holds that we filter stimuli both consciously and unconsciously as we perceive stimuli. The selective perception also happens unconsciously, without purposeful effort on our part. This phenomenon leads us to positions and opinions that might not be rational or reasoned but are part of our decision making process.

What is Attribution theory in organizational behaviour

In an organization, Attribution theory is intended to assist an individual in understanding the causes of human behaviour. Generally, this theory is related to perception of a person at work.

Attribution is considered to be a three-stage process. **First,** the behaviour of an individual must be observed. **Second**, the perceiver must determine that the behaviour they have observed is deliberate. That is, the person being observed is believed to have behaved intentionally. **Third**, the observer attributes the observed behaviour to either internal or external causes. Internal causes are attributed to the person being observed, while external causes are attributed to outside factors. The two internal attributions

one can make are that a person's ability or a person's effort determined the outcome. Task difficulty and luck are the external causes of behaviour.

Consistency describes whether the person being observed behaves the same way when faced with the same set of circumstances. If the person being observed acts the same way in the same type of situation, consistency is high; if they act differently each time, then consistency is low. Distinctiveness is whether the observed person acts the same way in different types of situations. If the person being observed exhibits the same behaviour in a variety of contexts, then distinctiveness is low; if they have different behaviour depending on the context, then distinctiveness is high. Finally, consensus is the degree to which other people, if in the same situation, would behave similarly to the person being observed. If the observer sees others acting the same way that the person being perceived acts, then consensus is high. However, if others behave differently in the type of situation, then consensus is low. Consistency, distinctivenessand consensus are evaluated when observing behaviour and then a judgment about an internal versus external cause of behaviour is made. When consistency, distinctiveness and consensus are all high, the perceiver concludes that there is an external cause of behaviour. When consistency is high, distinctiveness is low and consensus is low, the perceiver will attribute the cause of behaviour to internal factors.

To better understand consistency, distinctiveness, and consensus, consider a workplace example. Nancy, a manager, has assigned a team of employees to develop a custom sales training program for a client. As the project progresses, Nancy continues to see problems in the work produced by Jim, one of the team members. In order to determine why Jim's performance is not satisfactory, Nancy first considers consistency, or whether Jim has performed poorly on other similar team projects. A review of his past performance appraisals indicates that he has not had prior performance problems when creating custom sales training programs. This would lead Nancy to conclude that there was an external cause of the poor performance. Second, Nancy considers distinctiveness; she wants to know if Jim has performed poorly on different types of tasks. Again, in checking Jim's performance reviews, she finds that when he is on a team to accomplish a different type of task, such as developing a selection interview, he has excelled. This further points to an external cause of Jim's poor performance. Finally, Nancy assesses consensus, or the behaviour of others in this similar task. In asking the team members about their experiences with the current project, she finds that many of them have had difficulty in developing this custom sales training program. Thus, all indicators point to Jim's poor performance being caused by an external factor, such as a difficult task or a demanding client. Based on this attribution, Nancy may explore ways in which to minimize

the negative effects of the external factors on Jim's performance rather than attempting to influence his level of effort or ability.

The example illustrated how consistency, distinctiveness and consensus might point toward an external cause. These three factors also may lead an observer to attribute behaviour to an internal cause, such as the observed person's effort or ability. Nancy, the observer from the previous example, also has experienced difficulties with a secretary named Kelly. Another manager has complained to Nancy that Kelly has not completed work on time and turns in work full of errors. Nancy observes Kelly for several days and finds that, when given work by this particular manager, Kelly continues to perform poorly, which indicates an internal cause (i.e., high consistency). Second, when performing work for other managers on other tasks, Kelly continues to do substandard work; this is distinctiveness, and it again points to an internal cause. Finally, Nancy observes that when other secretaries perform the work assigned by the manager who complained about Kelly, they are able to successfully perform their duties in a timely manner. This is consensus, and it also points to an internal cause. Based on these observations, Nancy can attribute Kelly's poor performance to an internal cause, or namely to Kelly's own lack of skill or effort.

What is Social Perception?

Social perception refers to identifying and utilizing social cues to make judgments about social roles, rules, relationships, context, or the characteristics (e.g., trustworthiness) of others. Observations serve as the raw data of social perceptionan interplay of three sources: persons, situations, and behaviour.

What is Stereotyping perception in organisational behaviour -

Stereotypes are assumptions made about a group of people and are applied to individuals, irrespective of their personal characteristics, because of their affiliation with a certain group. Stereotypes can be positive, negative or neutral.

How Does Stereotyping Affect the Workplace Environment?

Stereotyping in the workplace is making assumptions about people based on a person's gender or culture, or is based

on religious or physical attributes. Although some stereotyping may be done innocently or in jest, the risk is hurting people's feeling and creating a work environment in which people feel discriminated against. Discrimination opens companies up to major productivity issues, legal problems and company PR struggles.

Stereotyping in the Workplace

When human resources managers hear the term stereotyping, they start thinking about discrimination and harassment issues. There are many cultural and generational differences that take stereotyping over the line to discrimination.

For example, the young cute executive assistant who dresses in short skirts might get compliments and men may even hit on her in the office. They may assume that because she has a bubbly personality that she isn't very smart. These are stereotypes based on gender discrimination.

That is true for cultural discrimination. The new Korean accountant, John Kim, who eats culturally authentic food could be an easy target for someone who wishes to make fun of his heritage and of his ethnic food choices. There may be no intended harm in the nickname, but unless someone asks John, no one will know if he finds it

offensive or no. Chances are that John *does* find this ethnic joking around offensive, as would many people.

which many may find culturally offensive, as the nickname is using a stereotype and is exaggerating that stereotype, thereby ignoring who John is as a real person. This ignores who he really is and instead of applies a false image of him. Most people would find such stereotyping very offensive.

Stereotypes can exist at every level of a company's operations. It might be assumed that men can do the heavy lifting than women. If only white men, this might seem derogatory to the minority workers or women trying to get promoted. Even joking with a Jewish person that not celebrating Christmas is crazy imparts difference and negativity on the person's identity. All of these examples of stereotyping have adverse effects on the workforce.

Effects of Stereotyping on Individuals

When people are happy to come to work, feel respected and safe, they are more likely to perform better. There is higher job satisfaction, improved work interaction leading to creative solutions and less anxiety that leads to more sick days. This is why so many companies are doing everything they can to build positive work environments and company cultures.

When stereotyping leads to harassing and discriminatory situations, the work environment becomes tainted with

negativity. Someone feeling attacked via the stereotype may feel unsafe or as if they don't belong. This separates teams and stalls creative efforts. People are more likely to have higher anxiety, get sick more often and not focus on work. This all leads to lower productivity. If left unchecked, stereotyping with impacts on the company culture can lead to discrimination lawsuits by existing or former employees who feel management doesn't care about their well-being and maybe even promote the negative and unwanted behaviour.

Building a Diverse Workforce

Diversity training is how companies prevent stereotyping from becoming a problem. In diversity training, workshops and role-playing review common scenarios that could lead to negative stereotyping situations. As employees go through training, they often realize that their own actions, even innocently acted, are inappropriate. This is a significant part of helping to build a workforce that accepts and understands each other, and appreciates differences in individuals.

From workshops and role-playing, the next step involves team building activities designed for inclusiveness and learning about people different from you. This might be a Friday potluck, where everyone brings a food from their culture. It could be a scavenger hunt or another activity where individuals must work together and build the bonds through teamwork.

When a company is successful in building a diverse workforce that functions as a cohesive team that appreciates individuality, the company reaps rewards. Productivity increases. Employee loyalty increases and workers are more dedicated in their work performance. In the end, removing the actions and the effects of cultural stereotypes in business helps companies succeed.

What is halo effect in organisational behaviour -

Halo effect (sometimes called the halo error) is the tendency for positive impressions of a person, company, brand or product in one area to positively influence one's opinion or feelings in other areas. It is a type of cognitive bias and is the opposite of the horn effect.

Investor provides capital + advice to new entrepreneur
Entrepreneur builds company
Entrepreneur sells company, becomes wealthy
Wealthy entrepreneur becomes investor
The Halo Effect

What Is the Halo Effect?

The halo effect is also something referred to as the "physical attractiveness stereotype" and the "what is beautiful is also good" principle.Physical appearance is often a major part of the halo effect. People who are considered attractive tend to be rated and higher on other positive traits as well.

But, this effect doesn't just affect our perceptions of people based on their attractiveness. It can also encompass other traits as well. People who are sociable or kind.For example, may also be seen as more likable and intelligent. The halo effect makes it so that perceptions of one quality lead to biased judgments of other qualities.

The term itself uses the analogy of a halo to describe how it can affect perceptions. In religious art, a halo is often portrayed over a saint's head, bathing the individual in a heavenly light to show that that person is good.

When you see someone through the lens of the halo effect, you are seeing them cast in a similar light. That "halo" created by your perception of one characteristic covers them in the same way.

Impact of the Halo Effect

The halo effect may have an impact on a number of real-world settings.

In Education

Research has found that the halo effect may play a role in educational settings. Teachers may interact with students differently based on perceptions of attractiveness. Older research, for example, found that teachers had better expectations of kids that they rated as being more attractive.

Another study that looked at academic records of more than 4,500 students. A group of 28 people then rated the attractiveness of the students (based on a student ID photo) on a scale of 1 (very unattractive) to 10 (very attractive). Students were then divided into three groups based on these attractiveness assessments: below-average, average and above-average.

Researchers then compared students' grades between classes taken in a traditional face-to-face classroom setting and those taken online. Researchers found that students who were rated as above-average in appearance earned significantly lower grades in online courses than they did in their traditional classes.

The halo effect can influence how teachers treat students, but it can also impact how students perceive teachers. In

one study, researchers found that when an instructor was viewed as warm and friendly, students also rated them as more attractive, appealing and likable

In the Workplace

There are a number of ways that the halo effect can influence perceptions of others in work settings. For example, experts suggest that the halo effect is one of the most common biases affecting performance appraisals and reviews. Supervisors may rate subordinates based on the perception of a single characteristic rather than the whole of their performance and contribution. For example, a worker's enthusiasm or positive attitude may overshadow their lack of knowledge or skill, causing co-workers to rate them more highly than their actual performance justifies.

The halo effect can also have an impact on income. Another study found that physical attractiveness has a positive effect not only on a person's self-confidence but also on their overall income and financial well-being.

Job applicants are also likely to feel the impact of the halo effect. If a prospective employer views the applicant as attractive or likable, they are more likely to also rate the individual as intelligent, competent and qualified.

In Marketing

Marketers take advantage of the halo effect to sell products and services. When a celebrity spokesperson endorses a particular item, our positive evaluations of that individual can spread to our perceptions of the product itself.

A Word From Very well

We have to evaluate another person, whether it is deciding which political candidate to vote for or which movie to see on a Friday night, consider how your overall impressions of them might influence your evaluations of other characteristics.

Does your impression of a candidate being a good public speaker lead you to feel that they are also smart, kind and hard-working? Does thinking that a particular actor is good-looking also lead you to think that they are a compelling actor?

Being aware of the halo effect still doesn't make it easy to avoid its influence on our perceptions and decisions. The halo effect is just one of many biases that allow people to make snap decisions but also contributes to errors in judgment.

Nature of Motivation in Organisational behaviour -

Needs are deficiencies which are created whenever there is a physiological or psychological imbalance. To motivate a person, we have to understand his needs that call for satisfaction. Goals are anything which will alleviate a need and reduce a drive.

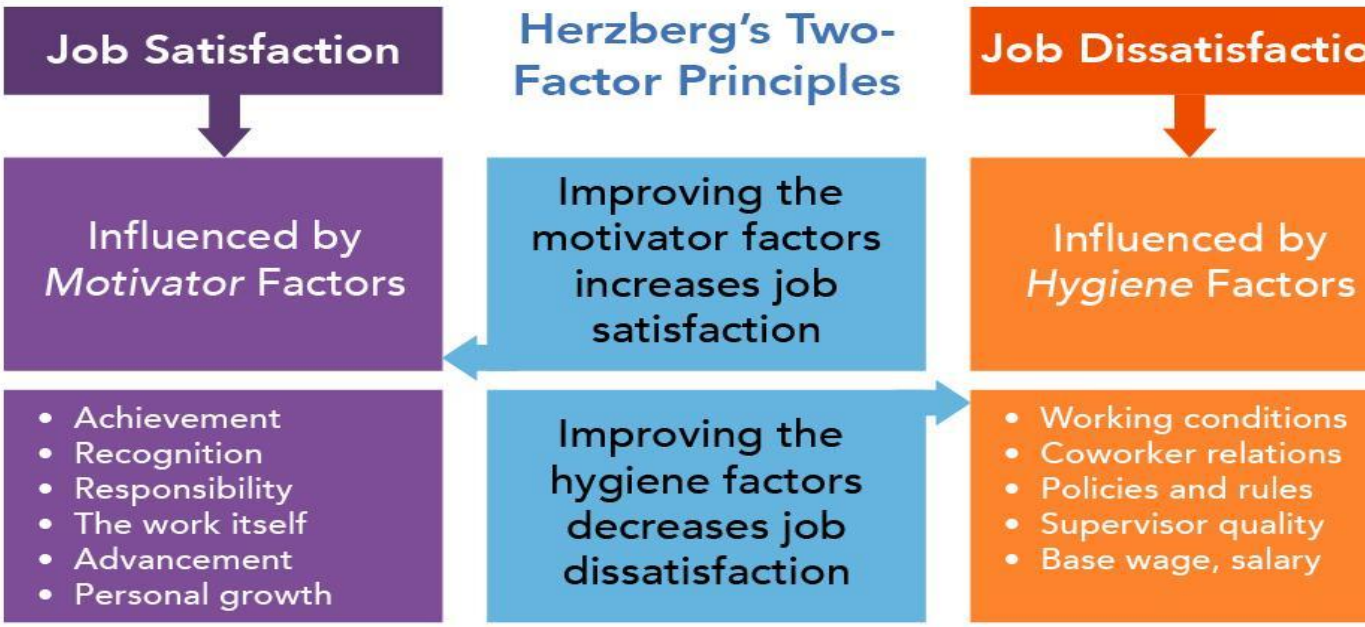
<u>Importance of Motivation –</u>

Importance of Motivation

1. Motivation coupled with ability leads to performance.
2. Motivated employees generally is more quality oriented.
3. Highly motivated workers are more productive than apathetic workers.
4. Low attrition
5. Low turn over ratio.
6. Motivation as a concept represents a highly complex phenomenon that affects, and is affected by a multitude of factors in the organizational setup.
7. A must for technology based processes.

Herzberg's Motivation Theory model or Two Factor Theory -

It says that there are two factors that an organization can adjust to influence motivation in the workplace.Hygiene factors: These won't encourage employees to work harder but they will cause them to become unmotivated if they are not present.

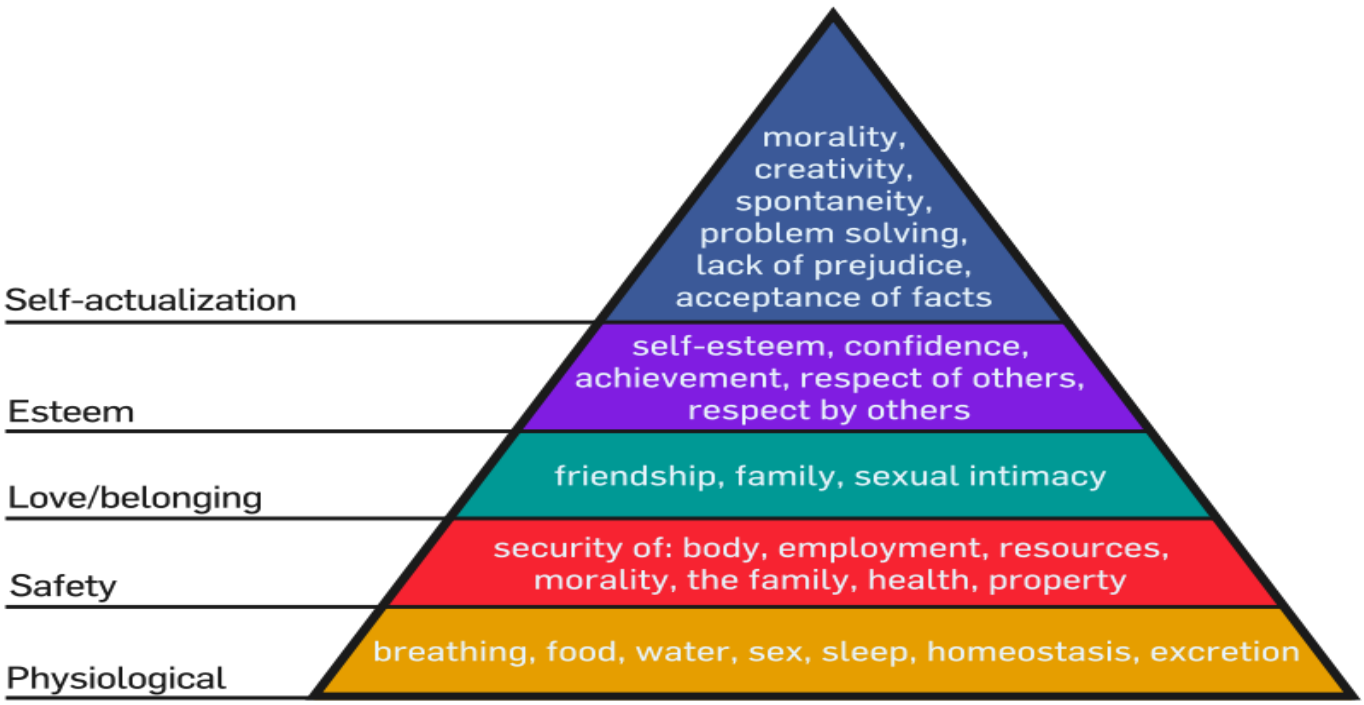


Frederick Herzberg's studies indicated that certain job factors are consistently related to employee job satisfaction whereas others can create job dissatisfaction. According to Herzberg, motivating factors (also called satisfiers) are primarily intrinsic job elements that lead to satisfaction, such as achievement, recognition, the (nature of) work itself, responsibility, advancement and growth. What Herzberg termed hygiene factors (also called dissatisfiers) are extrinsic elements of the work environment such as company policy, relationships with supervisors, working conditions, relationships with peers and subordinates, salary and benefits and job security. These are factors that can result in job dissatisfaction if not well managed. One of the most interesting results of Herzberg's studies was the implication that the opposite of satisfaction is not

dissatisfaction. Herzberg believed that proper management of hygiene factors could prevent employee dissatisfaction, but that these factors could not serve as a source of satisfaction or motivation.

Maslow's Hierarchy of Needs Theory -

Maslow proposed that motivation is the result of a person's attempt at fulfilling five basic needs: physiological, safety, social, esteem and self-actualization. According to Maslow, these needs can create internal pressures that can influence a person's behaviour.


morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts
Self-actualization
self-esteem, confidence, achievement, respect of others, respect by others
Esteem
friendship, family, sexual intimacy
Love/belonging
security of: body, employment, resources, morality, the family, health, property
Safety
breathing, food, water, sex, sleep, homeostasis, excretion
Physiological

Our most basic need is for physical survival and this will be the first thing that motivates our behaviour. Once that level is fulfilled the next level up is what motivates us and so on.

1. **Physiological needs** - these are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep.

If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.

2. **Safety needs** - Once an individual's physiological needs are satisfied, the needs for security and safety become salient. People want to experience order, predictability and control in their lives. These needs can be fulfilled by the family and society (e.g. police, schools, business and medical care).

For example, emotional security, financial security (e.g. employment, social welfare), law and order, freedom from fear, social stability, property, health and wellbeing (e.g. safety against accidents and injury).

3. **Love and belongingness needs** - after physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of

belongingness. The need for interpersonal relationships motivates behaviour.

Examples include friendship, intimacy, trust and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).

4. **Esteem needs** are the fourth level in Maslow's hierarchy - which Maslow classified into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige).

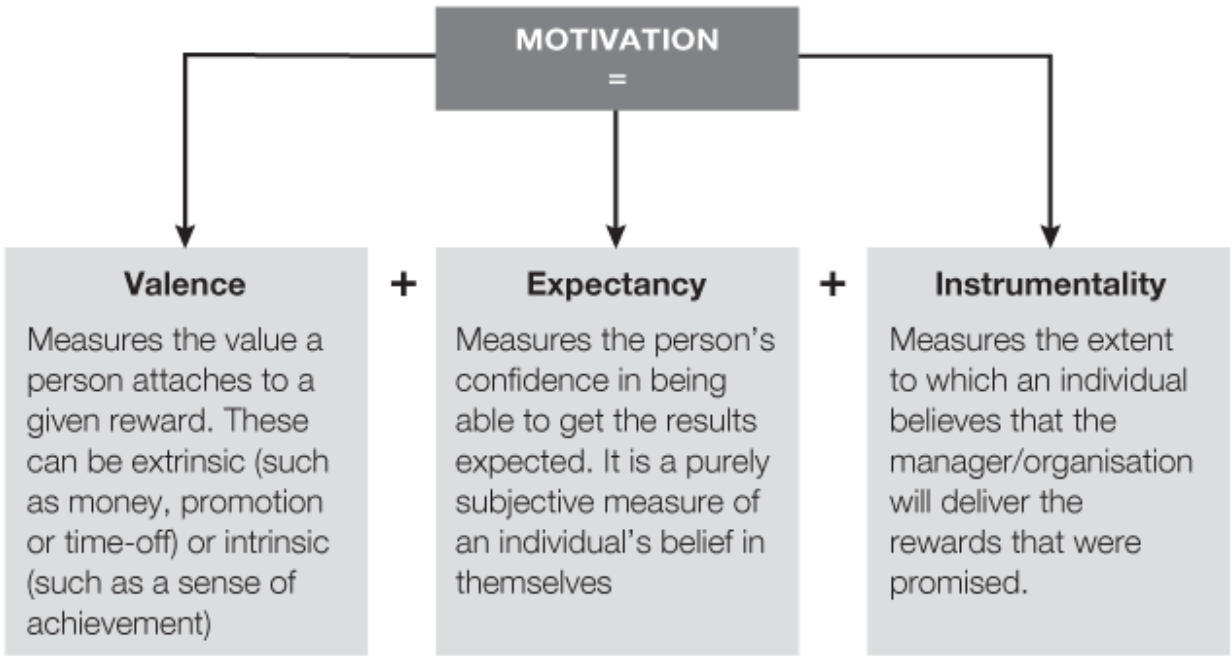
Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.

5. **Self-actualization needs** refer to the realization of a person's potential, self-fulfilment, seeking personal growth and peak experiences. Maslow (1943) describes this level as the desire to accomplish everything that one can, to become the most that one can be.

Individuals may perceive or focus on this need very specifically. For example, one individual may have a strong desire to become an ideal parent. In another, the desire may be expressed economically, academically or athletically. For others, it may be expressed creatively, in paintings, pictures or inventions.

The Process Theories –

Vroom"s expectancy Theory –


MOTIVATION
=
Valence
Measures the value a person attaches to a given reward. These can be extrinsic (such as money, promotion or time-off) or intrinsic (such as a sense of achievement)
+
Expectancy
Measures the person's confidence in being able to get the results expected. It is a purely subjective measure of an individual's belief in themselves
+
Instrumentality
Measures the extent to which an individual believes that the manager/organisation will deliver the rewards that were promised.

Vroom's expectancy theory assumes that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities.

Vroom expectancy motivation theory

Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfil them, Vroom's expectancy theory separates effort (which arises from motivation), performance and outcomes.

Vroom's expectancy theory assumes that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to account for this.

Expectancy is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better. This is affected by such things as:

1. Having the right resources available (e.g. raw materials, time)

2. Having the right skills to do the job
3. Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job)

Instrumentality is the belief that if you perform well that a valued outcome will be received. The degree to which a first level outcome will lead to the second level outcome. i.e. if I do a good job, there is something in it for me. This is affected by such things as:

1. Clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward 'game'
2. Trust in the people who will take the decisions on who gets what outcome
3. Transparency of the process that decides who gets what outcome

Valence is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off.

The three elements are important behind choosing one element over another because they are clearly defined: effort-performance expectancy (E>P expectancy) and performance-outcome expectancy (P>O expectancy).

E>P expectancy: our assessment of the probability that our efforts will lead to the required performance level.

P>O expectancy: our assessment of the probability that our successful performance will lead to certain outcomes.
Crucially, Vroom's expectancy theory works
on perceptions, So even if an employer thinks they have provided everything appropriate for motivation and even if this works with most people in that organisation, it doesn't mean that someone won't perceive that it doesn't work for them.
At first glance expectancy theory would seem most applicable to a traditional-attitude work situation where how motivated the employee is depends on whether they want the reward on offer for doing a good job and whether they believe more effort will lead to that reward.

However, it could equally apply to any situation where someone does something because they expect a certain outcome. For example, I recycle paper because I think it's important to conserve resources and take a stand on environmental issues (valence); I think that the more effort I put into recycling the more paper I will recycle (expectancy); and I think that the more paper I recycle then less resources will be used (instrumentality)

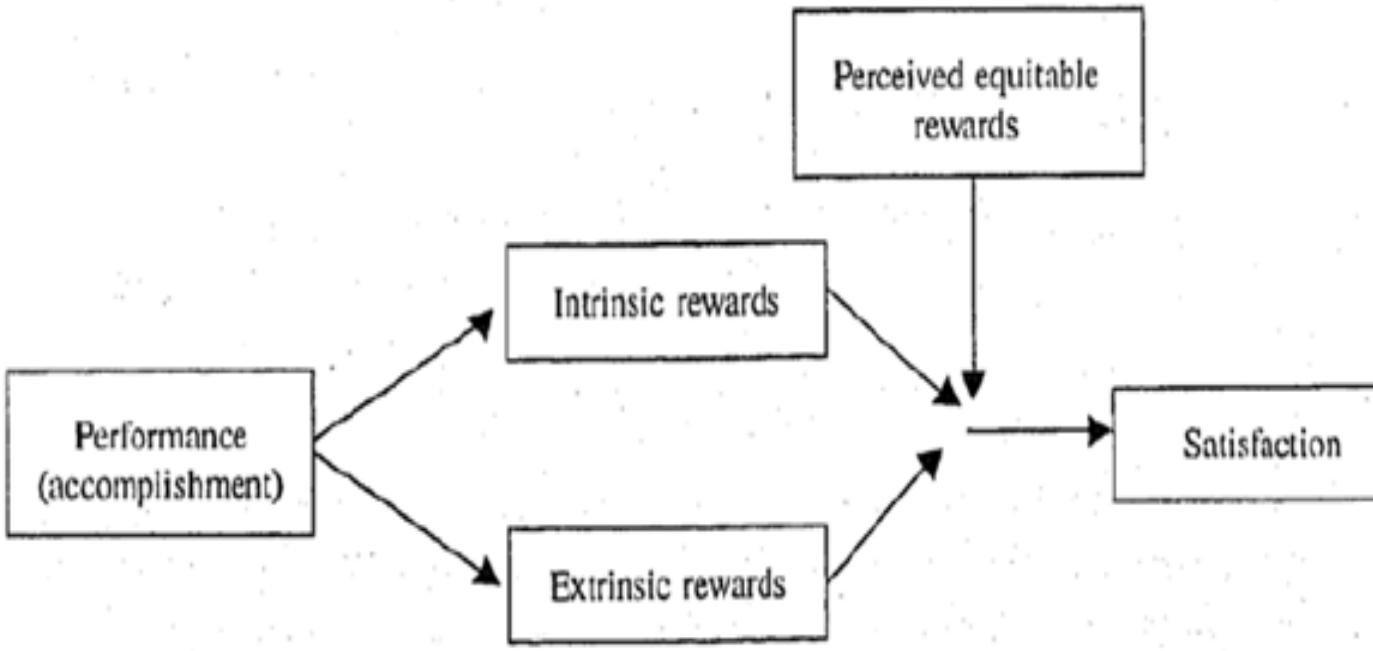
Thus, Vroom's expectancy theory of motivation is not about self-interest in rewards but about the associations people make towards expected outcomes and the contribution they feel they can make towards those outcomes.

Porter Lawler Model –

The **Porter** and **Lawler** theory of motivation is based on the assumption that rewards cause satisfaction and that sometimes performance produces reward. It is a multi-variable model and explains the complex of relationship among motivation, performance and satisfaction.

They hypothesize that the relationship between satisfaction and performance is linked by another variable rewards. They see good- performance leading to reward which lead to satisfaction. It is a multi-variable model and explains the complex of relationship among motivation, performance and satisfaction.

They argue that satisfaction does not always lead to performance. Rather is reverse is true, because people can become complacent after having achieved satisfaction once. On the other hand, performance can lead to satisfaction if the reward systems are effective



The theory proposed two types of reward:

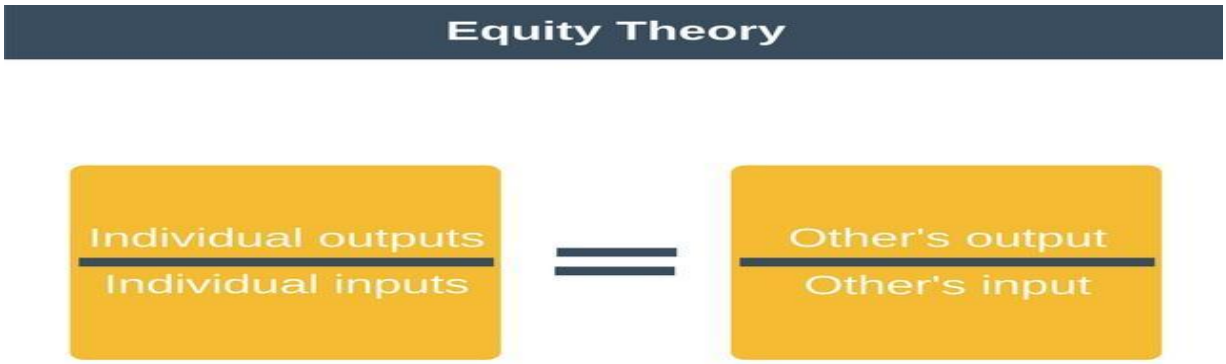
1. **Intrinsic Rewards**: Intrinsic rewards are given to an individual by himself for good performance. They include feelings of accomplishment and satisfaction of higher-level needs as defined by Maslow. Intrinsic reward are directly related to good performance only if the job structure is varied and challenging so an individual can reward himself if he feels he has performed well
2. **Extrinsic Rewards**: Extrinsic rewards are given by the organization and satisfy mainly lower-level needs. They include such things as pay, promotion, status and

job security. extrinsic rewards are weekly connection to performance

In this model, rewards are linked indirectly to satisfaction through perceived equitable rewards. This variable refers to the amount of rewards an individual feels he should receive as a result of his performance. This variable can also be expanded to include the amount of rewards an individual feels should be attached to a particular position within the organization. Therefore, Porter and Lawler view satisfaction as deficiency measure. Satisfaction is determined by the difference between actual rewards and perceived equitable rewards. If actual reward exceeds perceived rewards, then it results in satisfaction. If opposite occurs, it results in dissatisfaction. The degree to which a person is either satisfied or dissatisfied depends on the size of the difference between the actual and perceived equitable rewards.

Contemporary Theories –

Equity Theory of Work Motivation –



Equity Theory - Keeping Employees Motivated.Equity Theory is based on the idea that individuals are motivated by fairness. In simple terms, equity theory states that if an individual identifies an inequity between themselves and a peer, they will adjust the work they do to make the situation fair in their eyes.

Adam's Equity Theory, also known as the Equity Theory of Motivation, was developed in 1963 by John Stacey Adams, a workplace behavioural psychologist.Equity Theory is based on the idea that individuals are motivated by fairness. In simple terms, equity theory states that if an individual identifies an inequity between themselves and a peer, they will adjust the work they do to make the situation fair in their eyes. As an example of equity theory, if an employee learns that a peer doing exactly the same job as them is earning more money, then they may choose to do less work, thus creating fairness in their eyes.

Extrapolating from this, Adam's Equity Theory tells us that the higher an individual's perception of equity (fairness), then the more motivated they will be. Conversely, an individual will be demotivated if they perceive unfairness.

To understand Adam's Equity Theory in full, we need to first define inputs and outputs. Inputs are defined as those things that an individual does in order to receive an output. They are the contribution the individual makes to the organization.

Common inputs include:

- The number of hours worked (effort).
- The commitment shown.
- The enthusiasm shown.
- The experience brought to the role.
- Any personal sacrifices made.
- The responsibilities and duties of the individual in the role.
- The loyalty the individual has demonstrated to superiors or the organization.

- The flexibility shown by the individual, for example, by accepting assignments at very short notice or with very tight deadlines.

Outputs (sometimes referred to as outcomes) are the result an individual receives as a result of their inputs to the organization. Some of these benefits will be tangible, such as salary, but others will be intangible, such as recognition.

Common outputs include:

- Salary
- Bonus
- Pension
- Annual holiday allowance
- Company car
- Stock options
- Recognition
- Promotion
- Performance appraisals

- Flexibility of work arrangements
- Sense of achievement
- Learning

Now that we understand inputs and outputs, we're in a position to define equity. Equity is defined as an individual's outputs divided by that same person's inputs.

Adam's Equity Theory goes a step further and states that individuals don't just understand equity in isolation, instead they look around and compare themselves to others. If they perceive an inequity then they will adjust their inputs to restore balance. This is illustrated in the following equity theory equation.

Equity Theory Summary -

The Equity Theory of Motivation proposes that high levels of employee motivation in the workplace can only be achieved when each employee perceives their treatment to be fair relative to others. Employees will compare themselves to other groups both inside and outside of the organization. In doing so, they will compare the total of all inputs against the total of all outputs. If they perceive unfairness they will adjust their inputs to compensate, working more or working less, depending on if their

situation is positive or negative relative to the group or person being compared.